Chapter 8
PA Organizations

THE BRIGADE

8-1. The Brigade PAO is the lowest level to which the Army has assigned organic Public Affairs Assets.

8-2. Working as both a special staff officer and as a member of the Brigade's planning team, the BDE PAO acts as the spokesperson for the unit, advisor to the Commander, and provides Public Affairs guidance and planning to commanders at all levels.

8-3. To support and conduct Public Affairs Operations within the Brigade, the BDE PAO has the following functions, organization and equipment:

8-4. Specific functions of the Brigade PAO, as outlined within the core competencies are:

- **Public Affairs Planning**
  - Advise the commander and staff on PA implications of plans and actions.
  - Write Brigade PA annex and matrices using operational tools, terms, graphics, and concepts
  - Execute the plan
  - Plan for future operations.
  - Command and control attached Public Affairs assets within the brigade AO.
  - Tactically communicate with PA units and supported combat units in the Brigade's Battlespace.
- **PA Training**
  - Train and supervise stringers to assist their commanders in conducting their internal information programs.
  - Train soldiers, family members, DACs and everyone habitually associated with the unit to comfortably and successfully communicate with the media.
  - Utilize Train the Trainer.
  - Evaluate public affairs training programs of subordinate commands.
  - Train subordinate commands to facilitate the media.

- Train leaders and soldiers to protect information products and information systems from compromise and intrusion by practicing security at the source.

- **Media Facilitation**
  - Assist media to gain access to units, soldiers and commanders.
  - Evaluate subordinate command's media facilitation plan.
  - Assist subordinate commanders to coordinate transportation.
  - Conduct situation briefs as needed.
  - Monitor media operations within the Area of Operations. (Maintain accountability of the media to preclude fratricide. Accomplished through reports from escorts or through electronic tagging and monitoring.)
  - Respond to and mediate potential media problems; react quickly to coordinate and facilitate information issues in Brigade's Battlespace.

- Information Strategies
  - Monitor and analyze the local Military Information Environment.
  - Provide public affairs support to the G5 / S5 for the development and implementation of civil affairs programs.
  - Support higher echelon Public Affairs requirements for information.
  - Gather Open Source Information to help build relevant information.
  - Assist Commanders to conduct internal and external information to include Hometown News Release Program.
  - Monitor local news media products (Visual, print and audio) and analyze for PA implications.
  - Monitor and Analyze the local Military Information Environment.
  - Protect digital images, information products and PA and non-PA information systems from compromise and intrusion.

8-5. Organizational Structure:
  - Captain , 46A.
  - Sergeant, 46Q

8-6. Equipment:
  - Computer with compatible software and communications hardware
  - Access to the Tactical Internet and tactical battlefield radio communications
  - Access to FM, Satellite, and video and cellular communications
  - Access to Army Battle Command System, (MCS\P or CSS\CS)

8-7. Transportation:
  - HMMWV

8-8. Additional Support Requirements. PAO requires linguistic support from the Civil Affairs soldiers or contract civilians attached to the Brigade.

SAMPLE PA EXECUTION MATRIX BRIGADE PUBLIC AFFAIRS OFFICER

	PHASE I	PHASE II CROSS LD	PHASE III DEFEAT	PHASE IV SEIZE OBJ. LION	PHASE V RECONSIT.
BRIGADE	PAD CIVILIAN MEDIA				PAD AND CIVILIAN MEDIA
1-66 AR	INTERNAL	EMBEDDED MEDIA-- PRIORITY OF EFFORT			EXTRACT MEDIA
1-4 AV	AVIATION WEEKLY	SAME	SAME	SAME	AVIATION WEEKLY DEPARTS
1-5 IN (L)	OWN THE NIGHT MAG.				
SCOUTS		MEDIA REPS LINK PRIOR TO DEPLOY			
BSA	FOOD PREP QTRLY	SAME	SAME	SAME	SAME
MEDICAL	SAFETY STORIES				MEDIA - INJURED SOLDIERS

THE DIVISION

8-9. The Division PAO is the next level to which the Army has assigned organic Public Affairs assets. The division is largely self-sustaining and capable of independent operations. The division is a unit of maneuver, organized with varying numbers and types of combat, combat support (CS) and combat service support (CSS) units.

8-10. The division may be armored, mechanized, medium, light infantry, airborne or air assault; each can conduct operations over a wide range of environments.

8-11. Working as both a special staff officer and as a member of the division planning team, the DIV PAO acts as the spokesperson for the

division, advisor to the Commander, and provides Public Affairs guidance and planning.

8-12. To support and conduct Public Affairs Operations within the division, the DIV PAO has the following functions, organization and equipment:

8-13. Functions: Assumption #1: DMAIN is not in country

- Gather, analyze and disseminate open source information, focusing on global media, to increase the situational awareness throuhout the command.

- Gather and disseminate multimedia products throughout the command, and to external and home station audiences.

- Conduct Public Affairs research and write the PA Estimate of the situation.

- Write the PA plan for OPORDERS, OPLANS, and TACSOPS.

- Monitor and analyze American and foreign public sentiment of current operations from available media sources for PA implications and advice.

- Monitor and analyze battlespace communications (visual, audio, FM, satellite) for PA implications.

- Monitor news media products (Visual, print and audio) and analyze for PA implications.

- Facilitate Media Operations.

- Subfunctions:

    ▪ Assist media to gain access to units, soldiers and commanders.

    ▪ Coordinate air and ground transportation on a non-interference basis.

    ▪ Conduct daily situation briefs as needed.

    ▪ Respond to media queries.

    ▪ Validate media's credibility, expertise, knowledge, purpose and legitimacy.

    ▪ Train and supervise unit-level PA representatives (Command Information NCOs) to assist their commanders command information programs.

    ▪ Train soldiers, family members, DACs and everyone habitually associated with the unit to comfortably and successfully communicate with the media.

    ▪ Survey soldiers, family members, DACs and other members of the internal audiences to measure effectiveness of the command information program.

8-14. Assumption #2: DMAIN is in country

- Advise the commander and staff on PA implications of plans and actions

- Gather, analyze, and disseminate Open Source Information, focusing on global media to increase the commander's situational awareness.

- Gather and disseminate multimedia products throughout the command, and to external and home station audiences.

- Conduct Public Affairs research and write the PA Estimate of the situation.
- Write the PA plan for OPORDERS, OPLANS and TACSOPS
- Monitor and analyze American and foreign public sentiment of current operations from available media sources for PA implications and advise
- Monitor and analyze battlespace communications (visual, audio, FM, satellite) for PA implications
- Monitor news media products (Visual, print and audio) and analyze for PA implications
- Coordinate and integrate all information-related functions (PSYOPS, CA, VI, Joint, Combined and Interagency PA) into the PA plan
- Conduct Information Operations
- Act as a conduit for CI products from the field, sanctuary and commercial sources for input into the commander's information program. Provide command information to soldiers, family members and Department of the Army Civilians.
- Facilitate Media Operations
- Subfunctions:
  - Coordinate air and ground transportation on a non-interference basis
  - Assist filing stories, video and photographs on a non-interference, reimbursable basis
  - Conduct daily situation briefs as needed
  - Respond to media queries
  - Validate media's credibility, expertise, knowledge, purpose and legitimacy
  - Conduct Primary and Secondary accreditation
  - Primary--Full accreditation of non-accredited media
  - Secondary--Process media previously accredited at Corps and higher
  - Survey soldiers, DACs and other members of the internal audiences to measure effectiveness of the command information program

8-15. Organizational Structure:
- At a minimum an embedded PA division section has:
  - Major 46A and two Captains 46A
  - Master Sergeant 46Z
  - Specialist 46Q
  - Specialist, 46R
  - PFC 46Q

8-16. Equipment:
- Computer with compatible software and communications hardware and tactical fax machine.

- Access to the Tactical Internet and tactical battlefield radio communications (SINGARS, MSRT etc.)
- Access to FM, Satellite, video and cellular communications
- Access to Army Battle Command System, (MCS\P)

8-17. Transportation:
- Light Division--HMMWV
- Armor and Mech Division-- HMMWV and Trailer

8-18. TAC 1 AND 2 Missions and Functions

TACTICAL COMMAND POST PA SECTION

8-19. The TAC CP, Public Affairs Section is task-organized based on METT-TC. It is the center of gravity for immediate internal and external communication, resolution of Public Affairs issues and violations of ground rules by media representatives. It acts as a conduit to the Information Operations Cell in the DMAIN adding immediacy to the Open Source Information process.

8-20. Public Affairs personnel deploy with the lead elements during any contingency and remain with the TAC CP to assist the commander, provide internal command information to deployed soldiers and limited external information to home station. They conduct media facilitation to expedite the flow of information to the America public while freeing the commander and his soldiers to conduct their mission.

8-21. The TAC CP, Public Affairs Section maintains connectivity with commanders and global information sources. It contributes to and monitors the common relevant picture, and synchronizes collection and dissemination efforts of soldiers far forward to internal and external audiences.

8-22. Particularly during split-based operations, the PAO task organizes his section to best serve the commander, his soldiers and the American public's need for information.

8-23. Assumption #1: DMAIN is not in country
- Act as the division spokesman.
- Advise the commander and staff on PA implications of plans and actions.
- Execute the plan.
- Assist DMAIN to gather Open Source Information to build the common relevant picture.
- Conduct Information Operations.
- Gather and disseminate multimedia products throughout the command and to external and home station audiences. Act as a conduit for CI products from the field, sanctuary and commercial sources for input into the commander's information program.
- Monitor and analyze battlespace communications (visual, audio, FM and satellite) for PA implications.
- Monitor local news media products (Visual, print and audio) and analyze for PA implications.

- Coordinate, integrate, and synchronize all information-related functions (PSYOPS, CA, VI, Joint, Combined, and Interagency PA).
- Synchronize Public Affairs assets (internal and external) within AO.
- Facilitate Media Operations:
    - Assist media to gain access to units, soldiers and commanders.
    - Coordinate transportation on a non-interference basis.
    - Assist filing stories, video and photographs on a non-interference, reimbursable basis.
    - Conduct daily situation briefs as needed.
    - Respond to media queries.
    - Monitor media operations within the AO.
    - Respond to and mediate potential media problems; react quickly to coordinate and facilitate information issues throughout the AO.
    - Validate media's credibility, expertise, knowledge, purpose and legitimacy.
    - Provide seamless connectivity for media accountability throughout the AO.
    - Conduct Primary and Secondary accreditation.
    - Primary--Full accreditation of non-accredited media.
    - Secondary--Process media previously accredited at Corps and higher.

8-24. Assumption #2: DMAIN is in country
- Act as the division spokesman.
- Advise the commander and staff on PA implications of plans and actions.
- Execute the plan.
- Assist DMAIN to gather Open Source Information to build the common relevant picture.
- Monitor battlespace communications (visual, audio, FM and satellite) for PA implications.
- Facilitate Media Operations:
    - Assist media to gain access to units, soldiers and commanders.
    - Conduct daily situation briefs as needed.
    - Monitor media operations within the AO.
    - Respond to and mediate potential media problems; react quickly to coordinate and facilitate information issues throughout the AO.
    - Provide seamless connectivity for media accountability throughout the AO.
    - Conduct Secondary accreditation.
    - Secondary--Process media previously accredited at Corps and higher.

8-25. The division public affairs section provides public affairs support to the division commander and to divisional units deployed in support of combined or joint operations. The division PAO has operational and tactical control over all PA TOE organizations assigned or attached to the division and coordinates closely with embedded PA sections within brigades or divisions to carry out PA operations.

8-26. The division PA staff, when deployed, is augmented by one PAD and one MPAD per three combat brigades. The division public affairs section, if augmented only by a Public Affairs Detachment, operates the division media operations center.

8-27. Traditionally, divisions have operated as part of a corps. In corps operations, divisions normally comprise 9 to 12 maneuver battalions, organic artillery battalions and supporting CS and CSS units. Divisions perform a wide range of tactical missions and for limited periods are self-sustaining. Corps augment divisions as the mission requires.